

A photograph of a family walking on a city street. A man is carrying a young child on his shoulders, and a woman is walking beside them. In the background, a blue and white bus is visible, along with city buildings and a traffic light.

T

Together all the way

TransLink's 2019-2025 Customer Experience Action Plan

Our Customer Promise

*To always put you first –
Your safety,
Your time,
And your connection
to the people and places
that matter most.*

T

Together all the way



A message from the CEO



This is an incredible time in the history of TransLink. We're embarking on a \$9 billion plan to improve transit and transportation in the Metro Vancouver region. This will include two rapid transit projects, expansions to bus and SkyTrain service, investments in major infrastructure upgrades, and improvements in service reliability.

What's motivating this work? Our customers.

Earlier this year, we launched a new effort to focus even more on our customers, starting with our Customer Promise: "To always put you first – your safety, your time, and your connection to the people and places that matter most."

With this Customer Promise, we are refocusing our efforts to improve and enhance our customers' experience. It's an awesome responsibility – one that fills us with pride, and inspires us to always put the customer first.

This Customer Experience Action Plan is the next step in getting us there. Here we outline all of the initiatives we are taking across the enterprise to help fulfill and enhance the Customer Experience. You'll find out more about the work we've done to better understand our customer, what we learned along the way, and how we're moving forward, including a detailed roadmap of projects.

However, projects and plans are only one part of the equation. It's critical that we invest and support our employees in creating an enterprise-wide culture of putting our customers first, and in helping us make a difference in our customers' lives. That's why, moving forward, I challenge each and every one of us to focus even more on the Customer Experience. With every project we take on, let's ask ourselves: how is this improving the Customer Experience?

All staff are invaluable in leading our efforts. I want to thank all of you for your input and assistance, from your work on Customer Experience committees, to the feedback you've provided. We're excited about moving forward as we rally around a shared story of putting customers first.

Read on to find out more about where we're going. And remember to proudly wear your "T" pin while traveling on our system, and always seek opportunities to support our customers with directions, guidance or a helping hand!

Sincerely,

Kevin Desmond
Chief Executive Officer, TransLink

The Customer Experience: where we want to go

Safe, seamless, and reliable transportation
is essential to keeping Metro Vancouver livable.

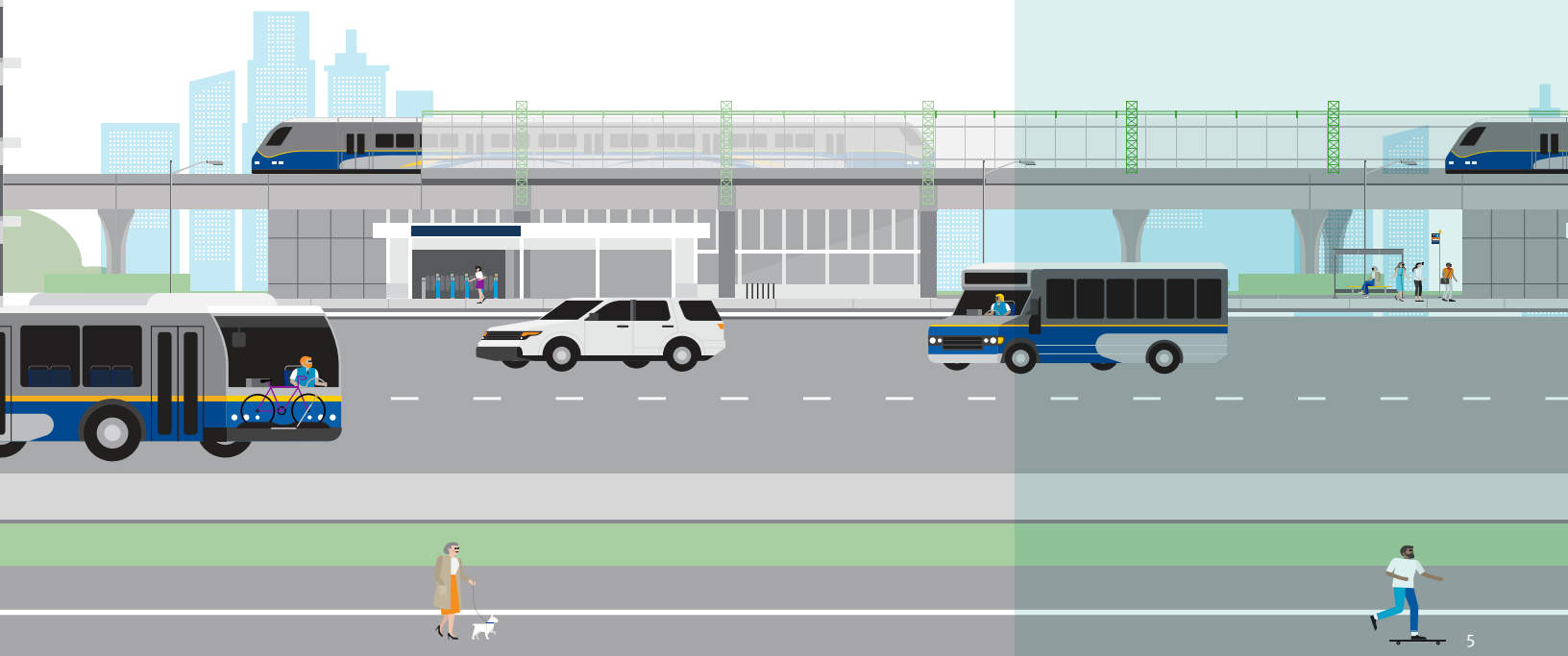
- We believe there should be a wide variety of options to move people around the region – transit, driving, biking, walking, ride-sharing – and that there will not be a single solution to all of our travel needs.
- We believe we should be there to help facilitate the choices that work best for people, keep the entire transportation system moving efficiently, make our system more sustainable, and keep it all affordable and reliable.
- We believe that an efficient and reliable transportation network is essential to our economy.
- We believe that a transportation system should be built and maintained on the principles of sustainability.
- We believe that people with accessibility needs – regardless of age or ability – should be provided with safe travel options that can take them across the region quickly and reliably.
- We believe that paying for travel should be simple and convenient, regardless of the mode of travel you choose.



- We believe getting information about traveling should be accurate, in real-time, and available everywhere, and that information should also be personalized so that you are getting what you need, when you need it.
- We believe that traveling should be safe everywhere in the region, on our system, and in our facilities.
- We believe we should invest in maintaining and upgrading our system today – and every day – to ensure it remains reliable for the generations to come.
- We believe customers should be able to report concerns, provide feedback, and ask questions, and that friendly staff should be there to promptly respond to their needs.

TABLE OF CONTENTS

Our Customer Promise	2
A message from the CEO	3
The Customer Experience	4
Introducing our Customer Experience Action Plan	14
Our Action Plan at a glance	15
TransLink's 2019-2025 Customer Experience Action Plan	17
Our Road Map: how we're implementing the Action Plan	31
What are our next steps?	33

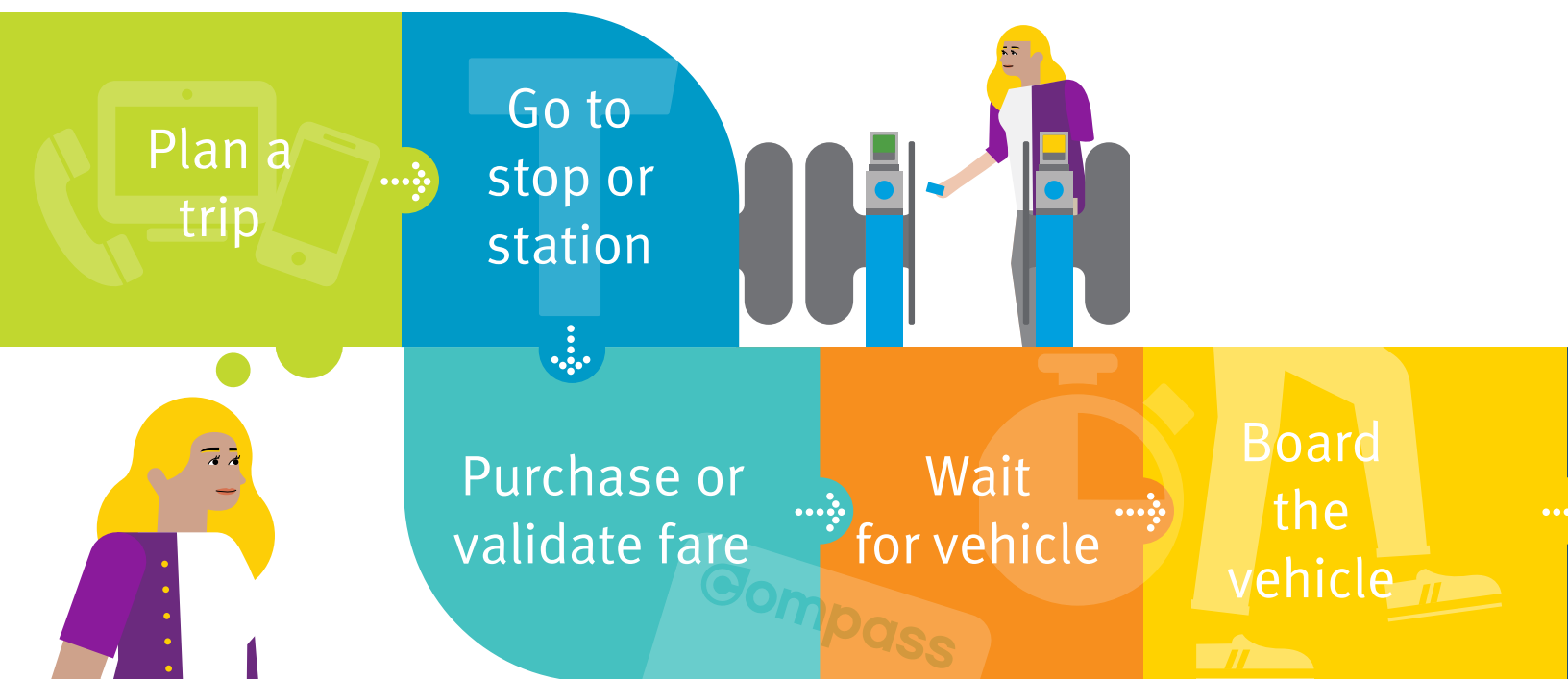


What's a Customer Experience, anyway?

Before we go too much further, let's pause for a minute.

WHAT DO WE MEAN BY CUSTOMER EXPERIENCE?

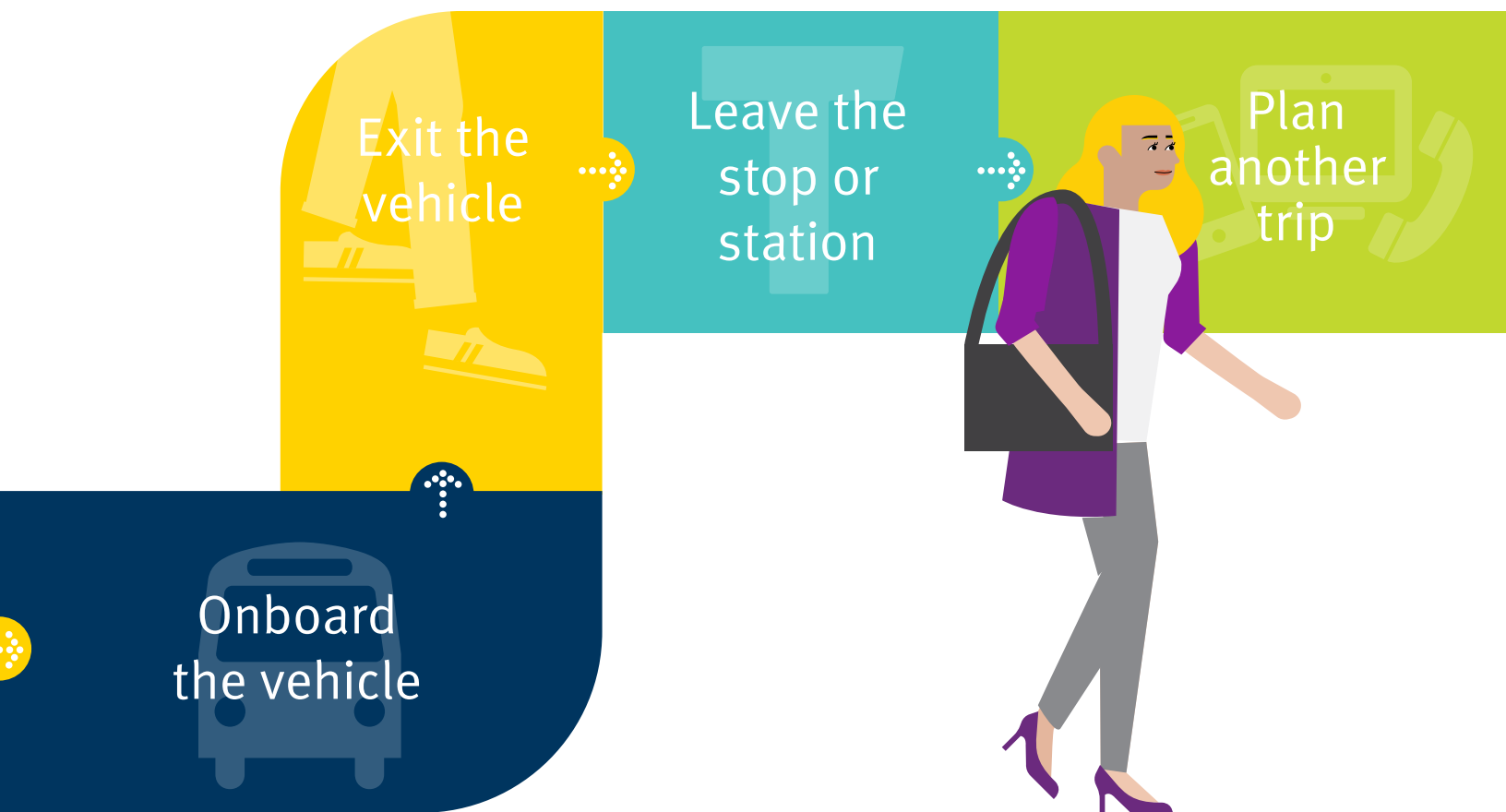
Simply put, the Customer Experience is the sum total of a customer's experiences at each of their touch points with the enterprise. It's everything that happens to them from the moment they plan their trip (What tools am I using? How does Trip Planner work?) to boarding a vehicle (Is it clean? Do I feel safe?) to leaving the stop (Is it easy to find my way? Are there helpful staff around when I need them?) to the information they receive in real-time (Is there a delay?).



Why does the Customer Experience matter?

Customer Experience directly impacts people's confidence in their trip.

When we offer a great Customer Experience, we provide people with a successful commute, build public trust and confidence in TransLink, increase ridership, and strengthen our employees' belief that their work has purpose, and that they really do make a difference to our customers in keeping the region moving.



How can we make the Customer Experience even better?

By moving to a customer-based approach in everything we do.

When approaching a new project or initiative, our first consideration should be: how does this enhance the Customer Experience? We've taken steps to be more customer-centric in our services and offerings, but we want to do even better, and to be more agile and responsive to customer needs and wants.

OUR CUSTOMERS TAKE TRANSIT FOR A VARIETY OF REASONS

Dan takes transit to get to medical appointments.

There's Theo, who has a busy schedule and commutes to work every day on the bus.

Nancy, a senior, takes the SkyTrain to visit friends and go shopping.



Who are our customers?

Our customers aren't just one type of person.

They're tremendously diverse, representing a broad cross-section of people from across Metro Vancouver.

Up to 500,000 people take transit every day. They span across all ages, abilities, genders, race & ethnicity, and socio-economic backgrounds. While our customers live and work across all of the Lower Mainland, transit riders are more likely to reside in Vancouver and Burnaby/New Westminster, with a lower percentage of riders south of the Fraser River. 80 per cent of Metro Vancouver residents age 18+ have used the bus, SeaBus, or SkyTrain in the last 12 months, and just over half of residents have taken transit in the past 30 days.

There are also newcomers like Padma, who has just moved to Vancouver, and is getting to know the city.

In Q2 2018, we received a satisfaction rating of **8.0**, our highest score in history.



We make the region more livable
for everyone.

Our customer base spans a huge area.

We serve 21 municipalities, one Treaty First Nation, and one Electoral Area – from as far north as Lions Bay, as far east as Langley, as far south as White Rock, and as far west as Bowen Island. Our customer base spans a multitude of languages, with customers across a range of ages and abilities.



So how do we make sure we know what customers need?

We thoroughly research and monitor the Customer Experience.

UNDERSTANDING WHAT OUR CUSTOMERS WANT AND NEED IS CRITICAL TO EVERYTHING WE DO.

We thoroughly listen to and learn from our customers through enterprise-wide tracking, management, and reporting initiatives, including online advisory panels, customer feedback channels, social media accounts, and other research to understand our customers' needs.

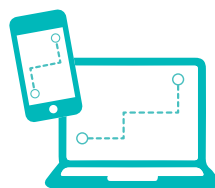
Our employees are pivotal to supporting the Customer Experience. We will continue investing in our employees, and equipping them with the tools they require to support the customer journey.

WE ARE ONE OF THE MOST FOLLOWED TRANSIT AGENCIES IN CANADA



1.5M calls handled
by CI agents

1.5M calls
handled by IVR
(interactive voice
response)



5.8M Trip Planner visits
(55% mobile, 45% desktop)

30M Nextbus
SMS requests
(2.8M/month)



43K pieces of
customer feedback

178K Twitter
followers

This is what matters most to our customers.

Our customers care about safety, timeliness, ease of use, convenience, information, fare purchasing, cleanliness, service, and comfort.

They want to feel safe and secure on our system, with frequent, timely services that are accessible, convenient, and easy to use. That tells us we need to concentrate on initiatives that further improve the delivery of our **Services**. And customers have also told us that **Information** is important: from real-time updates, to user-friendly digital platforms, to information displays throughout the system. Finally, we know we need to listen and learn even more from the **People** who are our customers, enabling us to respond better to their needs, and to make Customer Experience the responsibility of every employee.

“My schedule is really busy, and I need to make sure I get to appointments on time.”

“I’m new to the city, so signage and directions are really important to me.”

“If there’s a change on transit, I want to get an update right away.”

“I want to be able to quickly go online and find the information I need.”

So, what did our customers tell us?

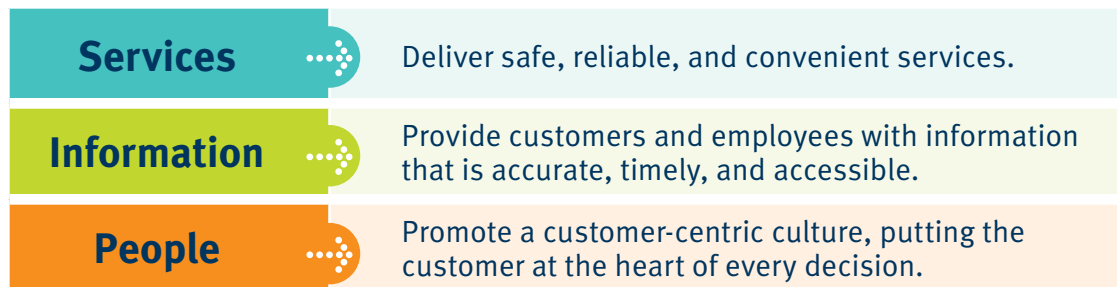
Customer needs 	By listening to our customers and reviewing industry best practice, we identified the following customer needs:
Ease of purchasing fare	Make it easy to buy fares without long waits, knowing the right price has been charged.
Accessibility	Give people the broadest range of travel choices by making every part of the transit system as accessible as possible, and easy to navigate for all customers.
Cleanliness	Have a clean, well-maintained transit environment.
Comfort	Create a smooth and comfortable journey, with lots of seating, plenty of personal space, comfortable temperatures, and shelter from elements.
Convenience	Make the system convenient, with close proximity to stations/stops, good hours of operation, and easy transfers.
Customer service	Have visible, approachable, and helpful staff who respond promptly and effectively to requests, issues, and feedback.
Information	Ensure all communication is clear, relevant, and easy to understand, including real-time updates and service alerts.
Safety	Create a feeling of safety and security, through maintenance, design, employee presence, and customer behaviour.
Timeliness	Provide frequent and reliable service that stays on schedule, and has a reasonable journey time.

Introducing our Customer Experience Action Plan

While we've always had a strong focus on our customers, this Action Plan takes that work even further.

It takes a more strategic approach to the Customer Experience, ensuring that every decision across the enterprise is made with the customer in mind – from customer-facing employees to our planners and engineers.

OUR ACTION PLAN IS BUILT ON THREE PILLARS:



Moving forward, this plan will serve as a guide for our leadership and employees, and function as a working document for budget and organizational decision making. The Customer Experience Executive Steering Committee provides leadership to the entire enterprise, with an employee-led Customer First Committee that provides advice, ideas, and feedback.

Our Action Plan at a glance

Services

Deliver a safe, reliable, and convenient service.

- Expand the frequency, capacity, and reach of our service.
- Make the customer journey seamless and convenient.
- Invest in maintenance and repair to ensure service reliability.
- Improve the in-person experience and the feeling of safety.

Information

Provide customers and employees with information that is accurate, timely, and accessible.

- Deliver information that is “Real-Time, All the Time, Everywhere.”
- Modernize our digital platforms with user-friendly design and content.
- Improve visual and audio systems on transit.
- Tie all of the stages of the journey together, even when the journey changes unexpectedly.

People

Promote a customer-centric culture, putting the customer at the heart of every decision.

- Enhance the customer voice by listening more and learning more.
- Enable the business to respond to customer needs – faster and more thoroughly than ever before.
- Embed customer service standards across the enterprise.
- Make Customer Experience the responsibility of every employee.





TransLink's 2019-25 Customer Experience Action Plan

This Action Plan, which covers the period from 2019 to 2025, includes both existing and ongoing initiatives, as well as new and potential initiatives that have emerged from customer feedback and planning.

Under each pillar, there are a series of initiatives, which are supported by specific and tangible actions. In this way, we can measure, monitor, and track our progress moving forward. In some areas, we've also included Areas of Opportunity; these indicate topics we will explore in the future, but are not currently part of this plan.

Following the Action Plan, you'll find a detailed **Customer Experience Project Roadmap**, which outlines specific projects and their associated timelines. (Completed items are included, to indicate our progress.)

We plan to regularly update this Action Plan and Roadmap, and adjust them as needed.

Expand the frequency, capacity, and reach of our service.

Thanks to the investments of the 10-Year Mayors' Vision (a portion of which are funded), we are increasing the frequency of service, reducing the time waiting for transit, adding capacity to serve more people, and growing the reach of our services to offer transit to more people and more neighbourhoods than ever before.

Our Actions

- ✓ Increase bus service by 18%, including 8 new service areas, and new bus fleet vehicles.
- ✓ Increase rail services by 48%. On the Expo/Millennium lines, add 164 new SkyTrain cars, and replace 95 aging SkyTrain cars. On the Canada Line, add 24 new cars.
- ✓ Add a new SeaBus, and provide a sailing every 10 minutes during peak times.
- ✓ Add 7 new, re-branded B-line bus routes, and increase their reliability via designated bus lanes and priority signals, along with improved amenities.
- ✓ Introduce 32 additional double-decker buses to increase capacity and comfort.
- ✓ Increase HandyDART service by 22%.

Areas of Opportunity

Explore potential new gondola to the SFU Burnaby Mountain campus.

Explore a rapid transit network to UBC and Langley.

Follow up on North Shore study to improve transportation options.

Work with the province to improve transportation options for Delta.

Make the customer journey seamless and convenient.

Our customers want transportation to be simple, reliable, and easy to use.

Our Actions

- ✓ Provide additional contactless options (Tap to Pay completed).
- ✓ Create a Late-Night bus hub in downtown Vancouver to make it easier to find and use late-night transit service (completed).
- ✓ Increase the number of bike facilities, including 11 bike parkades, to more easily integrate bike and transit travel.
- ✓ Ensure the private sector has opportunities to offer more retail in our stations, providing customers with additional amenities and services throughout their journey.
- ✓ Improve the fairness of our fare structure by phasing out zone-based fares on rapid transit, SeaBus, and West Coast Express, and potentially replacing them with more intuitive distance-based fares, while maintaining flat fares on buses (based on results of the Transit Fare Review and direction from decision-makers).
- ✓ Launch Transit-On-Demand pilot projects to provide more transit options in less-served areas, commencing with Bowen Island.
- ✓ Work with the region's major employers to test new options to help employees get to work, including vanpools and micro-transit.
- ✓ Compass for Business.

Areas of Opportunity

Partner with ride-sharing services to explore supplementary services for our customers.

Improve late-night service options.

Integrate e-retailing services at our facilities, such as pick-up lockers.

Partner with private businesses to create an integrated app that helps customers plan multi-modal travel options and evaluate cost differences (e.g. ride sharing, bike sharing, taxis, ride hailing).

Explore the use of an account-based system for the next generation of Compass.

Invest in maintenance and repair to ensure service reliability.

Reliability of our systems is critical. That's why we are making the right investments in maintenance and repairs to keep our systems reliable now and into the future.

Our Actions

- ✓ Replace the original escalators in select Expo Line, West Coast Express, and SeaBus stations.
- ✓ Renovate SkyTrain stations and SeaBus terminals to meet updated design, accessibility, and amenity standards.
- ✓ Replace running rail and rail pads on SkyTrain guideways, and refurbish mid-life SkyTrain cars.
- ✓ Procure new bus and SkyTrain fleets to replace end-of-life equipment.
- ✓ Acquire two new West Coast Express locomotive trains, and refurbish six existing trains, to reduce emissions, improve heating of passenger cars, and allow for future growth.
- ✓ Implement a new Enterprise Asset Management system to improve the life-cycle management of our assets.
- ✓ Manage maintenance and repair projects to minimize their impact on the customer journey.
- ✓ Retrofit Canada Line and West Coast Express wayfinding signage to provide a better navigational experience.

Improve the in-person experience and the feeling of safety.

We want our customers, and potential customers, to feel confident taking transit at all times of the day. We know that our customers' perception of their safety is related to the environment around them, including staff visibility, cleanliness, and their personal comfort.

Our Actions

- ✓ Improve bus passenger amenities at bus stops and exchanges, including additional lighting, shelters, seating, and accessibility design features.
- ✓ Improve accessibility features across transit, including tactile strips at bus stops, Universal Fare Gate Access system, and improved information for accessible seating on board vehicles
- ✓ Launch safety, courtesy, and seasonal preparedness campaigns as part of the customer and public safety program and Transit Police security measures.
- ✓ Install bus operator barriers throughout the bus fleet to protect operators and customers.
- ✓ Accommodate temporary and permanent public art displays, and an expanded Busker Program, to enhance the Customer Experience while using transit.
- ✓ Work with municipalities to increase the number of stops with bus shelters.
- ✓ Improve overall cleanliness standards throughout our transit system.
- ✓ Identify, prioritize, and increase officer visibility on specific transit corridors and routes, using improved tools, data, and reporting practices.

Areas of Opportunity

Offer a cleanliness and maintenance hot line so customers and employees can inform TransLink about cleaning or other maintenance required on trains/buses.

Open additional Customer Service Centres at key transit hubs.

Conduct ongoing review to increase availability and access to washrooms for transit riders at, adjacent to, or in close proximity to key transit passenger facilities.



Deliver information that is "Real-Time, All the Time, Everywhere."

Our customers need information that is current and accurate so they can make informed decisions throughout their journey.

Our Actions

- ✓ As an industry leader in providing open-source data that allows third-party developers to populate mobile apps with accurate transit data, continue to improve the quality of our real-time data feeds to ensure information is accurate and timely.
- ✓ Provide customers with real-time bus and SkyTrain location data through mobile applications and digital displays.
- ✓ Upgrade text messaging alerts by implementing a new Customer Messaging system that will improve the timeliness, consistency, and reliability of our customer alert messages across all digital channels.
- ✓ Provide more mobile-friendly tools for front-line employees to access real-time information, maps, trip planning tools, and location information (e.g. a mobile app for SkyTrain attendants).
- ✓ Ensure all our mobile and online tools are fully accessible for people who have vision loss.

Areas of Opportunity

Work with local businesses to provide real-time transit information in retail and office locations.

Explore options to improve accessibility of bus stop information signage to consider the collective needs of the entire community, including passengers with vision loss, to identify bus stops and receive bus stop information.

Modernize our digital platforms with user-friendly design and content.

Our core customer base is young and digitally savvy, with high expectations for their digital experience. Our goal is to deliver a digital experience that is unified, personalized, helpful, and mobile-first.

Our Actions

- ✓ Update our translink.ca website, including optimization of the site for use on mobile devices.
- ✓ Upgrade our online Trip Planner service to provide simpler and more accurate travel options.
- ✓ Implement Live Chat to improve two-way communications between customers and Customer Information agents.
- ✓ Work with existing providers to provide an integrated app for a seamless travel planning experience.

Areas of Opportunity

Explore interactive kiosks at major bus exchanges and SkyTrain stations.

Work with other transportation agencies to exchange real-time information and to expand our Alerts messaging platform.

Use technology to help customers with vision loss navigate our system more easily.



Improve visual and audio systems on transit.

When traveling on our system, customers expect to be able to see and hear important information when they need it most.

Our Actions

- ✓ Replace Train Platform Information Displays (T-PIDs) on all Expo and Millennium Line stations to provide real-time information on next-train arrivals, consistent with the information provided on Canada Line and the Evergreen Extension.
- ✓ Install new Entrance Information Displays (E-PIDs) at SkyTrain station entrances, to inform customers of the status of the transit system as they are arriving.
- ✓ Install new General Passenger Information Displays (G-PIDs) at SkyTrain stations, to provide customers with important safety and system information while they wait for their ride.
- ✓ Replace and improve audio/radio systems on SkyTrain vehicles, and in SkyTrain stations, to make it easier to hear important information, and to enable two-way communication with customers.
- ✓ Replace the clocks at the Lonsdale Quay and Waterfront terminals to provide real-time information.
- ✓ Implement real-time arrival information signage at B-Line bus stops.
- ✓ Replace or add to revenue-generating advertising LCD network to enhance the Customer Experience by including information on wayfinding, alerts and emergencies, and potential trip planning.
- ✓ Continue to upgrade and maintain wayfinding throughout our transit system to make it easier to navigate transit, including directional signs, maps, information, bus stop signage, and tactile edges at bus stops.

Areas of Opportunity

Improve information displays on board vehicles, both SkyTrain and buses.

Implement information displays with system and general customer information at major bus hubs.

Tie the whole journey together, even when the journey changes.

Our customers' journeys start from the moment they consider their travel options, to planning when they want to go, and continues throughout the day as they receive information about their routes. Unexpected disruptions in our service only add complexity in tying those journeys together.

Our Actions

- ✓ Establish clear contingency action plans for major disruptions, to ensure employees are dispatched to the right locations, and provided with clear information.
- ✓ Implement ongoing improvements to wayfinding signage at key transfer points within the system.
- ✓ Establish a Customer Messaging Strategy for all information broadcasted by TransLink to ensure that customers are receiving consistent and relevant updates.
- ✓ Explore partnerships with transportation providers to improve connections by sharing real-time information.



Enhance the customer voice by listening more and learning more.

Our customers come from all walks of life, and have a variety of needs. A core part of our Customer Promise is to listen, understand, and respond to those needs, and to integrate them across all of our decision-making. We need to ensure that our customers' needs drive our business decisions in a responsible way.

Our Actions

- ✓ Establish a Customer Advisory Group to help us prioritize improvements to our system and provide feedback on customer service.
- ✓ Use social listening tools to improve our ability to receive immediate feedback from customers – and take action faster.
- ✓ Create a new Customer Experience Measurement (CEM) program including an update of our Customer Satisfaction Survey, to ensure we are gathering information that leads to improvements that are important to our customers.
- ✓ Continue to engage customers, and the general public, through industry-leading engagement and consultation practices on projects, initiatives, and long-term plans, such as the 30-Year Regional Transportation Strategy.

Enable the business to respond to customer needs – faster and more thoroughly than ever before.

When we hear from our customers, we need to be able to act and deliver results faster than ever before. To do this successfully, all areas of our enterprise must be aligned.

Our Actions

- ✓ Update the business case process to ensure the Customer Experience is a key factor in all business case decision-making, and is backed by customer research and data.
- ✓ Ensure Customer Experience is clearly defined at all levels of leadership, with clear accountabilities, to ensure key decision making is aligned to the Customer Experience Action Plan.
- ✓ Develop a Customer Experience Dashboard, informed by Key Performance Indicators that are understandable and relevant to the customer; provide public Dashboard reports on the TransLink Accountability Centre web page.
- ✓ Create a culture in which front-line employee input is quickly and nimbly responded to.

Areas of Opportunity

Explore using a Customer Relationship Management tool to improve and coordinate responses to customer inquiries and complaints.

Improve the ability of the organization to make capital and operational decisions that positively impact the Customer Experience.



Embed customer service standards across the enterprise.

Our transit system is operated by multiple operating companies and contract service providers. However, for our customers, there is only one transit system, and they expect a consistent experience across all services.

Our Actions

- ✓ Establish trackable and measurable Customer Experience standards for customer needs.
- ✓ Work with service providers to integrate customer service standards into service-level agreements.
- ✓ Establish enterprise-wide employee customer service standards, and apply those standards to the hiring process, job descriptions, role profiles, and performance management processes for employees.
- ✓ Incorporate customer service awareness and training during the on-boarding process for all new employees.

Areas of Opportunity

Offer every employee training on how to best interact with customers, to further improve customer experience.

Make Customer Experience the responsibility of every employee.

We want the face-to-face experience between our customers and employees to be a positive one. We also know that the responsibility for Customer Experience goes beyond the frontlines. It needs to be owned from the “top down” throughout the entire organization.

Our Actions

- ✓ Introduce a common uniform element to help the public identify TransLink employees, making it easier for customers to get assistance.
- ✓ To support existing staff, introduce a volunteer TransLink Ambassador program to assist customers with information and local knowledge at busy locations during peak times.
- ✓ Utilize the Executive-level Customer Experience Steering Committee to provide direction to the organization, break down barriers, and accelerate change that improves the Customer Experience.
- ✓ Internally promote the Customer Promise and Customer Story, beginning with employee orientation.

Areas of Opportunity

Establish a quarterly all-employee Customer Experience Conference Call to share updates, recognize outstanding customer service, and exchange ideas between executives and employees.

Develop an enterprise-wide Customer Service Performance Recognition Program for employees.

Measure the success of our people based on how they have benefited the customer.



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Bus 52
112 New West Station
Limited service
119 Edmonds Station
For more bus details, visit www.translink.ca or call 1-800-678-6868.

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Our Road Map: how we're implementing the Action Plan

In this Customer Experience Project Road Map, we go into more detail about the individual projects that support our actions.

Every one of our projects aligns with a pillar (i.e. Service, Information, People) and directly addresses each of our customer needs.

At the same time, many projects are intended to address multiple needs through one initiative. For instance, our Bus Facility Program – which includes shelters, lighting, garbage cans, seating, signage, and more – addresses safety as well as comfort.

Projects are further colour-coded to indicate whether they have been recently completed, are ongoing, or are planned.

Services Roadmap



Double-Decker Bus Fleet

Add 32 double-decker buses to increase capacity and seating.



HandyDART Improvements

Increase HandyDART service by 22% to improve service capacity.



Expanded Bus Service

Increase bus service by 18% to meet customer demand, reduce overcrowding, and add air conditioning to all new bus orders.



WCE Locomotives

To reduce emissions, accommodate growth, improve heating, add two new train engine cars, and refurbish six existing cars.



SkyTrain Fleet Upgrade

Refurbish mid-life trains, and replace end-of-life trains, to increase standing capacity, add air conditioning, and provide a quieter ride for customers.



New B-Line Routes

Implement 6 new B-Line routes with frequent service and improved amenities. Work with municipalities to implement bus priority measures to improve service reliability and speed.



New Expo and Millennium Line SkyTrain Cars

Add more than 250 cars to increase frequency and replace aging fleet.



SeaBus Service Enhancement

Add a new SeaBus to increase service to every 10 minutes during peak hours.



New Canada Line SkyTrain Cars

Add 24 new train cars to increase frequency and capacity.

EAM System

Implement an Enterprise Asset Management system to improve the life-cycle management of our assets – including facilities, vehicles, and equipment.



NightBus District Pilot

Create a hub for NightBus by redirecting buses through a central location, making it easier for customers to access latenight services.

COMPLETED ✓



New Bus Service Areas

Implement bus service in 8 new service areas across the region.



Transit On-Demand Pilot

Implement Transit On-Demand services on Bowen Island, allowing customers to book a transit journey using a smartphone app.

Vanpool Pilot Establish a vanpool service, in partnership with one of the region's largest employers, to help employees get to work.

COMPLETED ✓



Universal Fare Gate Access



Implement RFID technology for hands-free access to gated system for customers who are not able to tap.

COMPLETED ✓



SkyTrain Station Upgrades

Renovate SkyTrain stations to increase capacity; reduce platform crowding; and improve accessibility, amenities, and integration with neighbourhoods.



SeaBus Terminal Upgrade

Refurbish terminal, including elevator and escalator upgrades, and a new stairwell to improve accessibility and comfort.



Escalator Replacement Project



Replace aging escalators on Expo Line and select West Coast Express stations to improve escalator reliability and station accessibility.



Compass Faregate Reconfiguration



Implement additional faregates at key locations to increase capacity and ease of access.



Transit Exchange Upgrades



Implement safety and design improvements to transit exchanges, including Lonsdale Quay in North Vancouver.

Bike Facilities Integrate bike parkades into SkyTrain stations to provide an easy and secure way to integrate transit and cycle travel.



Bus Facility Customer Amenities Program

Improve amenities at bus exchanges, including shelters, seating, lighting, and information for customers, over a 5-year implementation period.

Park&Go Mobile App Enable mobile payment for parking at Park&Go locations, improving ease of payment for customers.

COMPLETED ✓

Tap to Pay Enable tap to pay capabilities (credit card and mobile apps) to make it easier for customers to pay for transit.

COMPLETED ✓



Policing and Public Safety

Transit Police and the TransLink Audit teams to work together to determine requirements for the continued rail expansion.

Public Art Policy Formalize a public art vision, principles, and program structure, with the ultimate aim of enhancing the customer experience.

COMPLETED ✓



Bus Operator Barriers

Install bus operator barriers for the safety of employees and customers.

Transit Fare Review

Implement new fare policy, ensuring it's fair and easy to understand.



Mobile Bus Cleaning Pilot

Dispatch two mobile cleaning vans to clean buses that are booked on routes with continuous service.

COMPLETED ✓



Customer & Public Safety Program

Monitor and mitigate risks, and respond effectively to security incidents, through public awareness campaigns, employee training, engineering options, high visibility patrols, and investigative best practices.

Information Roadmap



SeaBus Clock

Replace SeaBus clock at Lonsdale Quay and Waterfront terminals to provide real-time arrival countdown.



Expo & Millennium Line Train Information

Displays Upgrade SkyTrain platform information signage to display next-train arrival times for customers.



Station Entrance Displays

Implement digital signs at station entrances to provide customers with system and station information.



General Information Displays

Implement digital signs on platforms to provide customers with safety and system information.



Real-Time Bus Stop Information Displays

Implement digital signs at new B-Line stops, displaying next three bus arrival times.

Advertising Displays

Replace or add to LCD advertisement network to include information that benefits customers.



Retrofit Expo & Millennium Line

Wayfinding Upgrade all directional signs, maps, and information panels to provide a consistent and improved navigation experience for customers.



Bus Stop Sign Upgrade

Install new bus signs with “T” icon, ID number, and route information; replace information tubes with easy-to-read panels to improve the consistency and clarity of information.

COMPLETED ✓



Retrofit Canada Line & West Coast Express



Wayfinding

Upgrade all directional signs, maps, and information panels to provide a consistent and improved navigation experience for customers.



See Something, Say Something Campaign

Implement high-visibility 87-77-77 advertising on trains and buses, and at stations. Develop campaign ads that communicate the four Transit Police operational priorities.

Google Maps Improvements

Update our technical feed specifications to improve the language and branding on Google Maps, making it easier for customers to plan trips.

COMPLETED ✓

Alerts & Advisories Page Upgrade

Redesign the Transit Alert page on translink.ca with a cleaner layout and better categorization to help customers navigate the site.

COMPLETED ✓

Customer Information Live Chat

Integrate chat feature into translink.ca to allow for real-time instant messaging between customers and staff.

COMPLETED ✓

Trip Planner Upgrade

Launch map-based Trip Planner with real-time data to improve the trip planning experience.

TransLink Website Improvements

Upgrade translink.ca to a responsive website, enabling customers to easily access the site from any device.



Digital Touch Screen Kiosks

Roll out touch screen kiosks across the transit system to provide trip planning, real-time information and wayfinding.

People Roadmap



Hyper Spike Utilize mobile speakers to communicate to customers during major SkyTrain disruptions.

Alert Messaging and Content Strategy Set standards to ensure that information is consistent across all channels.

COMPLETED ✓

Customer Messaging System Implement a customer alert messaging system to improve the timeliness and reliability of customer alert messages.

COMPLETED ✓



SCOT (SkyVoice) & PA Replacement Improve the quality of audio announcements on both platforms and trains, as well as radio systems, for two-way communication with customers.



SkyTrain Attendant Mobile Job-Aide Launch a mobile application for SkyTrain Attendants to use on their personal devices, helping them answer customer questions and obtain real-time train status.

Artificial Intelligence Bus Prediction Pilot Use machine learning to improve the bus time predictions that customers see on both m.translink.ca and thirdparty transit apps.



Community-Based Policing Service Delivery Model Assign Neighbourhood Police Officers (NPOs) to six major hubs, and establish sub-offices for each; develop blueprint plans for each NPO; and conduct an evaluation of the Service Delivery Model to determine its effectiveness at reducing crime through building community relationships.

Employee Orientation Update onboarding experience to engage new employees on customer experience initiatives.

Ambassador Program Create employee and public program to provide additional customer service support to high-traffic areas during events and peak periods.

Common Uniform Element Upgrade uniforms to include “T” symbol across operating companies so employees are easily identifiable to customers

Customer First Committee New Ideas Inbox Create new inbox for employees to send suggestions regarding customer improvement.

Customer First Committee Establish a committee of employees from across the enterprise who have a keen interest in the customer experience and act as an advisory and advocacy group.

Customer Experience Steering Committee Establish an executive-level steering committee to provide customer experience direction.

COMPLETED ✓

Customer Story & Promise Launch unified customer story and promise to inspire employees around a clear vision.

COMPLETED ✓

TransLink Listens Committee Utilize an online forum for customers to provide feedback on initiatives and projects.

Public Engagement Engage the public on major initiatives, using engage.translink.ca as a hub for all consultations.

COMPLETED ✓



What are our next steps?

With this Action Plan in place, we'll move forward with KPIs, budgets, timelines, and an implementation plan.

Moving forward, we'll get even more strategic, setting up systems and processes to ensure we're accountable for our projects and plans. This will include the use of KPIs and metrics so that we can measure our progress moving forward, and effectively track our business objectives.

We'll also be providing our staff with regular updates (look for the next one in early 2019) to keep you informed as to the status of our work across the enterprise.

Our staff interact with our customers every day, and have a firsthand understanding of what our customers need and want. Please let us know if you have any suggestions on improving and enhancing the Customer Experience. You can reach us at CFCnewideas@translink.ca.

Let's all wear our "T" pins with pride, and work hard to make the Customer Experience better than ever!



TransLink's
2019-2025
Customer
Experience
Action Plan

CFCnewideas@translink.ca

